



Flight Projects Directorate Diversity Council Strategic Plan



Workplace Vision:

Goddard employees respect, appreciate, and value individual differences so that we can capitalize on the strengths of a diverse workforce to better perform our mission through teamwork and innovation.

Background:

The Flight Projects Directorate (FPD) Diversity Council Strategic Plan is modeled after the Goddard Space Flight Center (GSFC) Diversity Council Strategic Plan. The FPD Strategic Plan provides the necessary support to Center initiatives to assist the Center in accomplishing its diversity related goals and objectives.

Strategies:

The FPD Strategic Plan contains measurable steps that address critical areas of diversity such as recruitment and retention of the best and brightest employees. The three key diversity strategies are to:

- Develop employees to their maximum potential
- Create an inclusive environment and culture
- Work towards being an "Employer of Choice"

This plan is a living document and will evolve to reflect changing circumstances and continual progress.



Flight Projects Directorate Diversity Council Strategic Plan SIGNATURE PAGE



Arthur F. Obenschain
FPD Director

George Morrow
FPD Deputy Director

Prepared by the FPD Diversity Council:

	Name	Code	Extension	E-Mail Address
Chair:	Andrea I. Razzaghi	410	6-1386	Andrea.I.Razzaghi@nasa.gov
Vice Chair:	Nicole D. Turner	446	6-4287	Nicole.D.Turner@nasa.gov
	Roberto M. Aleman	480	6-6280	Roberto.M.Aleman@nasa.gov
	George Barth	400	6-5894	George.Barth-1@nasa.gov
	Melinda A. Deyarmin	440	6-2112	Melinda.A.Deyarmin@nasa.gov
	Steven J. Dobrosielski	417	6-7931	Steven.J.Dobrosielski@nasa.gov
	André Dress	424	6-5321	Andre.Dress-1@nasa.gov
	Patricia M. Fogleman	407	6-6798	Patricia.M.Fogleman@nasa.gov
	Vince J. Gigliotti, Sr.	403	6-4692	Vincent.J.Gigliotti@nasa.gov
	Robert L. Lane	454	6-9062	Robert.L.Lane@nasa.gov
	Jane L. Liu	445	6-2468	Jane.L.Liu@nasa.gov
	George W. Morrow	400	6-3473	George.W.Morrow@nasa.gov
	Priti Vasudeva	444	6-5152	Priti.Vasudeva-1@nasa.gov
	Debbie J. Williams	450	6-1854	Debbie.J.Williams@nasa.gov



Goddard Space Flight Center

Strategy 1: Develop employees to their maximum potential



Goals	Objectives/Steps	Action Plan	Outcomes
Goal 1: Opportunities for growth exist equitably for all employees	<p>Ensure diverse participation in and recognition for:</p> <ul style="list-style-type: none"> Awards (Center and Agency Honor awards, and monetary awards such as Performance and Special Acts awards) Promotions Developmental assignments (formal details requiring paper) Work teams Leadership Training 	<p>1. Monitor use of panel interviews for all selections. Ensure panels have diverse representation from customers / stakeholders and include the selection official. FPD Contact: Administrative Officer, Lisa Carroll Assigned to: George Barth (quarterly report) Status: First report was given 5/11/06 Next Status Report Due: 11/9/06</p> <p>2. Monitor management use of matrices of all employees to track the progress of directorate employee leadership training. FPD Contact : Training Coordinator, MEL Assigned to: George Barth (quarterly report) Status: First report was given 5/11/06 Next Status Report Due: 11/9/06</p> <p>3. Analyze Code 400 data from IDP Survey. Determine whether there are any concerns and make recommendations to management. FPD Contact : Administrative Officer, Lisa Carroll Assigned to: Patricia Fogleman Status: Pat has received data; will report at next meeting. Next Status Report Due: <u>9/14/06</u></p>	<p>Selection decisions consider a broad range of inputs, resulting in fairer and more successful selections.</p> <p>Managers at the Directorate and Program level are proactive about identifying future leaders and all employees are considered.</p> <p>Ensures all individuals have the opportunity for development and engages managers in identifying options</p>



Goddard Space Flight Center

Strategy 1: Develop employees to their maximum potential (continued)



Goals	Objectives/Steps	Action Plan	Outcomes
Goal 1: Opportunities for growth exist equitably for all employees (continued)	Promote & expand mentoring opportunities (defined as Center-wide and directorate-wide formal/informal mentoring programs)	<p>1. Work with management to revive mentoring program. Supervisors discuss mentoring opportunities with employees during biannual and annual performance planning.</p> <p>FPD Contact : George Barth Assigned to: Nicole Turner</p> <p>Status: Decided to periodically remind employees that they can be matched with a mentor if they want one. Need to solidify the method of sending such reminders (e.g., <i>Critical Path</i>, All Hands, periodic e-mails). Nicole will benchmark other Directorates to see what they are doing with mentoring starting with Code 500.</p> <p>Next Status Report Due: 9/14/06</p>	<p>Proactive approach optimizes those who need mentoring get it.</p> <p>Employees obtain insights and feedback from experienced managers to assist in overcoming the barriers to full inclusiveness and utilization.</p> <p>Continuous improvement of FFPD mentoring program is more timely and effective at meeting employee needs.</p>
Goal 2: Supportive environment exists for employee development	Support and gain insight from culture surveys/audits	<p>1. Seek opportunity to participate in culture survey development.</p> <p>FPD Contact: Administrative Officer, Lisa Carroll Assigned to: Roberto Aleman</p> <p>Status: Kris Brown/100 has been asked to lead GSFC Culture Survey. Roberto's name was given as an interested participant in this process. A NASA-wide survey is being discussed</p> <p>Next Status Report Due: 9/14/06</p> <p>2. Review results of Culture survey data and make recommendations as appropriate.</p> <p>FPD Contact: Administrative Officer, Lisa Carroll Assigned to: TBD</p> <p>Status: Diversity Council ready to analyze data once next Culture Survey is complete.</p>	<p>Directorate employees have opportunity to be a part of the survey development and response rather than rely only on management interpretation.</p>

Revised August 10, 2006



Goddard Space Flight Center

Strategy 1: Develop employees to their maximum potential (continued)



Goals	Objectives/Steps	Action Plan	Outcomes
Goal 2: Supportive environment exists for employee development (continued)	Develop and implement action plans based on results of survey, as appropriate	1. Present recommendations from Culture Survey analysis to Code 400 management and document agreements for action. Assigned to: TBD Due Date: TBD	Action plans are tailored to address Directorate unique issues and concerns. Obtains buy in by leadership team and ensures accountability for results.



Goddard Space Flight Center

Strategy 2: Create an inclusive environment and culture



Goals	Objectives/Steps	Action Plan	Outcomes
Goal 1: Environment is well-balanced and stress-reduced	<p>Support the Centers Human Capital Management strategy.</p> <p>Support the Vision for Future activities</p>	<p>1. Participate actively in all Center Human Capital planning and communicate these initiatives/actions to workforce and build action plans. Report quarterly.</p> <p>Assigned to: Deputy Director, George Barth</p> <p>Status: Ongoing</p> <p>Next Status Report Due: 9/14/06</p> <p>2. Participate as member of steering committee and ad hoc group.</p> <p>Assigned to: Chair and Vice Chair, Andrea Razzaghi and Nicole Turner</p> <p>Status: Culture change and accountability strategies were presented to HCBOD; however, they were not fully endorsed. Focus groups led by Denise Davis/OHC are now forming. Nicole and Andrea have been identified as Code 400 representatives.</p> <p>Next Status Report Due: 9/14/06</p>	<p>Directorate needs for Human capital are addressed in center level plans and decisions. Employees understand and feel represented in Center Human Capital plans and policies.</p>
Goal 2: Communication with and among employees is timely and open	Encourage employees to participate in existing diversity dialogue forums	<p>1. Encourage FPD participation in the Diversity Dialogue Project (DDP) sessions. Monitor whether participation meets or exceeds target allocations by number of participants. Communicate across Directorate.</p> <p>FPD Contact: DDP Coordinator, Julia Knight</p> <p>Assigned to: George Barth; Priti Vasudeva</p> <p>Status: Phase K began in July. George B. to report Directorate participation.</p> <p>Next Status Report Due: 9/14/06</p> <p>2. Host "information session" on DDP – Include testimonials, etc.</p> <p>Assigned to: George Barth; Priti Vasudeva</p> <p>Status: The Center is hosting such an event. Once we obtain the details, we'll send and announcement out to Code 400 employees.</p> <p>Next Status Report Due: TBD</p>	Expanded employee awareness of differences and perspectives of others and the effect on working relationships and behaviors.

Revised August 10, 2006



Goddard Space Flight Center

Strategy 2: Create an inclusive environment and culture (continued)



Goals	Objectives/Steps	Action Plan	Outcomes
	Utilize open forums and internal media to communicate diversity initiatives, action plans and results.	<p>1. Include Diversity on the agenda for Directorate All-Hands meetings.</p> <p>Assigned to: George Barth</p> <p>Status: Included in All-Hands meetings on 5/5 and 5/16. Next All Hands TBD</p> <p>Next Status Report Due: <u>TBD</u></p> <p>2. Submit "Cultural Tidbits" and other relevant Council news, etc., for each <i>Critical Path</i> newsletter.</p> <p>Assigned to: Andrea Razzaghi</p> <p>Status: Next report due in the Fall.</p> <p>Next Status Report Due: <u>10/12/06</u></p> <p>3. Maintain up-to-date Diversity Council website. Publicize across Code 400 and GSFC.</p> <p>Assigned to: Steve Dobrosielski</p> <p>Status: Awaiting council picture (Mindy is coordinating).</p> <p>Next Status Report Due: <u>9/14/06</u></p>	Increased awareness and understanding of diversity and it's relationship to organizational mission success.



Goddard Space Flight Center



Goals	Objectives/Steps	Action Plan	Outcomes
	Utilize open forums and internal media to communicate diversity initiatives, action plans and results.	<p>4. Plan and host a yearly special event with a diversity theme.</p> <p>Assigned to: Andrea Razzaghi</p> <p>Status: New Action 2/9/06</p> <p>Next Status Report Due: <u>9/14/06</u></p> <p>5. Represent Code 400 in planning and implementing Center Diversity activities (eg. Celebrate Goddard Day).</p> <p>Assigned to: Mindy Deyarmin</p> <p>Status: Closed for 2006.</p> <p>Next Status Report Due: <u>Spring 2007</u></p>	Increased awareness and understanding of diversity and it's relationship to organizational mission success.



Goddard Space Flight Center



Goals	Objectives/Steps	Action Plan	Outcomes
Goal 3: Employees and supervisors are educated on diversity and its value to the GSFC mission	Supervisors, managers and team leaders are trained and can communicate with employees on the need to develop inclusive environment.	<p>1. Provide status report on participation of new and existing supervisors participate in diversity training.</p> <p>Assigned to: FPD Deputy Director, George Barth</p> <p>Status: Quarterly report</p> <p>Next Status Report Due: <u>11/9/06</u></p> <p>2. Maintain Diversity education material on website. (e.g., include "Cultural Tidbits", articles, topics from Council sessions, relevant links, self assessments, training info, etc.</p> <p>Assigned to: Steve Dobrosielski</p> <p>Status: Steve suggested adding DDP films to site.</p> <p>Next Status Report Due: <u>9/14/06</u></p>	<p>Supervisors are able to communicate consistent, clear and significant message of the importance of diversity relevance to the workforce.</p> <p>All potential future project managers are trained in Diversity in alignment with Center models.</p> <p>Establishes common leadership model philosophy across projects, incorporating framework for behaviors and relationships</p> <p>Diversity messages to workforce are incorporated into daily operations of projects and communication flows back to Directorate management and reflects needs and interests of the projects and their employees.</p>



Goddard Space Flight Center

Strategy 3: Work towards being an “Employer of Choice”



Goals	Objectives/Steps	Action Plan	Outcomes
Goal 1: High awareness of, and respect for diversity	Study, benchmark and adopt best practices	<p>1. Recommend planning and implementation of one-day annual event with all directorate diversity teams. Share best practices across Center.</p> <p>Assigned to: Nicole Turner</p> <p>Status: Andrea and Nicole met with Code 500 Diversity Council. WAC meeting is being scheduled.</p> <p>Next Status Report Due: <u>9/14/06</u></p>	Utilize best practices and leverage efforts of each organization to achieve maximum results.
Goal 2: Diversity initiatives are linked to Center's strategy and outcomes	Recognize and reward team leaders, supervisors and managers who successfully implement diversity initiatives	<p>1. Monitor effectiveness of peer awards as a way to recognize successful diversity approaches.</p> <p>Assigned to: Nicole Turner</p> <p>Status: Nicole, Priti, and Andre to work this.</p> <p>Next Status Report Due: <u>9/14/06</u></p>	Managers role model behaviors through public recognition of successes.
	Managers and supervisors utilize multi-rater feedback and assessment	<p>1. Encourage all supervisors to obtain 360 Feedback (Employee Supervisory Feedback System). Encourage all employees to participate. Monitor participation.</p> <p>Assigned to: Directorate Management, George Morrow and George Barth</p> <p>Status: George Barth will provide information, status and quarterly report.</p> <p>Next Status Report Due: <u>11/9/06</u></p>	Managers understand areas for their improvement and become more effective at dealing with organizational and workforce issues and needs.